Information Resource Management Plan Review: 2004-2005

-- Report on Results of Ministry IRMP Presentations --

Office of the Chief Information Officer

Ministry of Management Services

April, 2004

Table of Contents

Table of Contents i

The Information Resource Management Plan Review Process 1
- Objectives 2
- Scope and Approach 2

Key Findings 4
- High Level Themes 4
- Top 10 Corporate issues 6
- Aligning Projects to Corporate Goals and Objectives 9
- Current State of IM/IT in BC 12

Conclusions 14
- Improving the IRMP Process 14
- Corporate IM/IT Leadership and Direction 14
- Funding for Corporate Projects 15
- Corporate Barriers and Challenges 15

Appendices 17
- Appendix 1 List of IRMP Projects 17
- Appendix 2 Ministry messages to the CIO by sector 33
- Appendix 3 Table of IRMP Issues 58

The Information Resource Management Plan Review Process

The Government Chief Information Officer (CIO) has overall responsibility for the Information Resource Management Planning process. The CIO has broad accountability for setting government direction and standards with respect to Information Management and Information Technology (IM/IT) and the development of a co-ordinated corporate government approach to IM/IT strategy. As part of its mandate, the CIO oversees an annual IM/IT planning cycle to locate, foster and monitor key issues, opportunities and investments in e-government infrastructure and services. Given that the role of IM/IT is inherently about enabling the realization of business strategies, the IM/IT planning cycle is driven by the annual business planning cycle of the government.

Figure 1 Annual Planning Cycle

Basic Elements	Business Cycle	IM/IT Cycle
April- July Strategic Planning and Direction	• Economic Forecast & Fiscal Framework • Targets and Budget Instructions	• BC Government Strategic IM/IT Direction (e-BC Plan (July) • IRMP instructions
August- January Annual Planning and Budgeting	• Report on prior fiscal (Aug.) • Initial Ministry Service Plans (Sept.-Oct.) • Final Ministry Service Plans (Jan.)	• Ministry Information Resource Management Plans (Sept.-Oct.) • Corporate IRMP Review (Nov.) • IRMP Report-Out (Dec.) • MSER Service Plan (Jan.)
February- March Legislative Review and Approval	• BC Government Strategic Plan • BC Government Budget • Official Ministry Service Plans	• Strategic IM/IT Plan • (includes IM/IT budgets) • Official Ministry IRMPs

Each year, ministries are required to develop three-year Information Resource Management Plans (IRMP's), in accordance with Chapter 8 of the government's *General Management Operating Policy Manual*. Ministry IRMPs are presented to the CIO as part of a *Corporate IRMP Review* process in November. The CIO publishes this report in response to common opportunities or issues identified in ministry IRMPs.

The report contains an analysis of key findings from the IRMP presentations and plans for the 2004-2005 fiscal year. Review sessions occurred in November 2003 to ensure synchronization with the larger business planning cycle. IRMPs were not initiated until Ministry service plans were well underway, with the intent of linking IM/IT planning with the ministry service plans.

Objectives

The annual review of ministry IRMPs are intended to:

- Strengthen the alignment between ministry IM/IT plans and ministry program objectives;
- Improve the cross-government knowledge and understanding of IM/IT projects;
- Ensure adherence to corporate IM/IT policies and standards;
- Assist in identifying opportunities for sharing common infrastructure, applications or ideas to develop corporate IM/IT solutions;
- Identify barriers to advancing the e-government initiative;
- Identify opportunities to improve information management, particularly in terms of its integration, availability and usability; and
- Revise the ongoing e-BC plan as necessary.

The primary focus of this year's review was to ensure that ministries have the necessary mechanisms in place to link their IM/IT plans with their program requirements and annual service plans. The secondary focus was to align ministry IM/IT planning with the annual budget development cycle.

The Office of the CIO is currently compiling a list of all significant applications in development and will maintain an up to date corporate applications and corporate project inventory to ensure ongoing effectiveness of collaborative initiatives, and to show progress in achieving major corporate objectives.

Scope and Approach

This year special emphasis was placed on demonstrating the linkage and alignment of IM/IT strategies, plans and activities with overall program directions. Ministries were specifically asked to provide insight into the following aspects of program and IM/IT alignment:

- How the ministry's IM/IT investments contribute to the stated program goals;
- How ministry executive links IM/IT efforts to business performance;
- How ministry IM/IT managers within ministries link IM/IT development to ministry projects, and ensure that IM/IT decisions support business needs;
- How ministry organizational structures support IM/IT efforts;
- How ministry IM/IT planning cycles link to the business planning cycle;
- The extent to which IM/IT contributions to meeting business objectives is measured; and,
- The processes that are in place to ensure that IM/IT functions and services adapt as the Ministry business requirements change.

All ministries were asked to provide both an IRMP presentation and a more detailed IRMP plan.

This year's IRMP reviews were conducted in November, 2003, as group presentations to the Acting CIO, based on groupings of ministries by business 'sector'. In prior years, presentations were organized according to the government caucus committee structure. However, this year it was determined that by organizing based on sectors, the identification of possible business affinities and linkages within IM/IT could be better addressed.

This report provides a synthesis of the findings and recommendations arising from six sessions:

- Education Sector — November 3, 2003
  - ⇒ Advanced Education; Education; Skills Development and Labour
- Social Services Sector — November 7, 2003
  - ⇒ Children and Family Development, Human Resources, Communities, Aboriginal and Women's Services;
- Health Sector — November 14, 2003
  - ⇒ Health Services
- Justice Sector — November 17, 2003
  - ⇒ Attorney General and Minister Responsible for Treaty Negotiations; Public Safety and Solicitor General
- Business and Economy Sector — November 21, 2003
  - ⇒ Finance, Provincial Revenue, Transportation, Small Business and Economic Development, Office of the Premier, BC Public Service Agency, Management Services
- Natural Resources Sector — November 24, 2003
  - ⇒ Agriculture, Fisheries and Food; Energy and Mines; Forests; Sustainable Resource Management; Water, Land and Air Protection

Key Findings

High Level Themes

This year the ministries identified four key IM/IT management challenges as part of the IRMP process. These challenges were raised as immediate barriers to e-government, and resolution of these issues will assist government in realizing the e-BC goals and objectives.

High-level direction and method of IM/IT decision-making.

As more emphasis is being placed on enhancing IM/IT joint initiatives and partnerships, ministries are looking to the CIO to help link them to the primary values provided by IM/IT. Enhanced services and access to the public, management of costs, improved operating efficiencies and improved decision-making are identified as key values. Corporate IM/IT leadership, guidance and tactical solutions are needed to better locate, qualify and foster cross-government and sector investment opportunities and multi channel service delivery options.

Corporate champion for the e-BC process.

As the e-BC vision matures, IM/IT management and strategic leadership issues will become increasingly important. As citizens view government services as coming from one government and not from various ministries, the role of managing electronic service delivery within the service delivery channels will become increasingly significant. The need for a corporate champion with strong strategic leadership skills to lead the BC Government toward its e-BC vision is critical for ministries. The leader must have the ability to engage in the systematic projection of social, economic and technological trends and understand the implications for present policies, management processes and issues that are the responsibility of central government. The champion must have substantial stakeholder relations capacity, the ability to fostering a creative culture and the ability to manage innovation. The leader will also need to assist government in the realignment of organizational resources and capacities and develop a performance and results orientation within existing management cycles.

A co-ordinated plan of action on the e-BC initiative.

Ministries are asking for a co-ordinated plan of action on the e-BC initiative to follow the creation of a common e-BC vision and strategy. A co-ordinated plan of action will require both a leader and staff to develop the plan and drive it to completion. The release the e-BC strategy will allow ministries to develop short, medium and long term tactical and project plans designed to achieve various aspects of the larger corporate strategy.

Improvement to the IRMP process.

This was a transition year for strengthening the link between the ministry service plans and their IRMPs. Even though ministries found the IRMP process valuable, they recommended continuous improvement by expanding it from an annual event to an ongoing process for co-ordinating corporate IM/IT plans and projects.

As ministries continue to transition into the future, other themes and issues will influence the management of IM/IT. Several management challenges faced by ministries were identified in the 2003-04 IRMP report and remain equally valid this year.

Continued Financial Restraint.

Ministries are continuing to emerge from significant structural transformations and are continuing to pursue further operational efficiencies through consolidation and rationalization of functions and services in order to meet three-year budget targets. Alternative service delivery approaches and IM/IT solutions are considered key contributors to attainment of these targets. Nonetheless, IM/IT services themselves have been, and will continue to be, among the areas targeted for transformation and reduction.

Increased internal collaboration.

Ministries are increasingly looking for shared opportunities within government as a means of achieving internal efficiencies. The strongest collaboration is occurring within the major government sectors – health, education, justice, social welfare, lands and resources, and economy. Collaboration across sectors is also occurring in areas of functional or administrative similarity (licensing and permitting), and in particular where organizational clustering of administrative services has been put in place (delivery of IM/IT support services).

Increased external collaboration.

Ministries are increasingly viewing themselves within the larger context of broader public and private sector systems within BC (the health system, the education system, the justice system, the social welfare system, the economic system, the land and resource management system). IM/IT efficiencies are beginning to be pursued in this larger context, setting up the need for new approaches to planning, funding and delivering IM/IT solutions through private/public collaboration.

Security and Common Electronic Identifiers.

A number of ministries are moving toward use of common electronic identifiers as enablers of business and citizen efficiency (single business number, common personal identifiers, BCeID) for online e-services. Many have stressed the importance of an integrated corporate approach within the context of the provincial government and the broader public sector.

Integrated service delivery.

There is significant movement by ministries towards the use of electronic information management, and a consequent drive to multi-channel service delivery. The corporate need is for consistency and optimization of service from one mode of service to another – for example, the same service may be available over the counter or over the Web, and both will need to be enabled through the same systems and support infrastructure, ensuring both consistency of service and optimal use of resources.

Top 10 Corporate issues

This year the Office of the CIO asked for significantly more detailed IM/IT information from ministries during the IRMP process. Deputy ministers of each ministry were asked to approve detailed plans including a list and summary of projects and initiatives from within their ministry, at the sector and corporate levels. The Office of the CIO consolidated these projects and initiatives as well as a comprehensive list of key corporate barriers to achieving the Provincial IM/IT vision. The following list of top ten corporate challenges to achieving the e-BC vision is a result of this process.

1. ***ASD Framework for IM/IT***

   Ministries are concerned about the unintended consequences of ASD technology choices that could potentially impact future corporate program development, delivery or alternate service delivery deals. Corporate consideration should ensure there are no unintended consequences to future initiatives, such as potential loss of integration between Revenue Systems and the Common Accounting System. More specifically, corporate or common standards and integrated technologies need to apply to the development of technical business solutions within ASD situations including linkages to corporate systems, use of corporate infrastructure, enterprise architecture standards and rights to content. The health sector is adopting architectural approaches to guide the identification of system components that need to be retained by government in potential ASD projects. Components that are shared by multiple systems need to be retained corporately. This is a potential starting point in the development of an enterprise policy framework and repository of best practices that could provide guidance on IM/IT issues during the development of ASD and corporate initiatives.

2. ***Security, Authentication and Identity Management***

   There is a need for a corporate identity management framework to support ministry and enterprise applications. Businesses and citizens need to be uniquely identified and associated with pre-established authorization groups. The service should enable business or citizen single sign-on to government and broader public sector services to gain access to government information and services. The solution should be synchronized, enabling identities to be carried across applications (authenticate once, use many times) and connect to ministry software infrastructures (including Oracle). The security infrastructure should ultimately be extended to include digital certificates and signatures. Given long-standing requirements for security and privacy of health and justice-related information, clarity on the long-term vision and strategy for enterprise security and authentication is fundamentally important. This would provide guidance for continuing, incremental efforts within the health and justice ministries. Collaborative efforts should continue in this area to address common needs, such as two-factor authentication mechanisms (employee credentials). Ministry concerns about the ongoing cost of this corporate service were highlighted, with a strongly expressed desire for a centrally funded solution.

3. ***e-Service Interoperability in the Broader Public Sector***

Corporate guidance to properly govern and drive the architecture of integrated services between the provincial government and the broader public sector is required. This is an issue regarding the 'boundary' of the Provincial Government. In many instances service delivery is being transferred to non-government agencies such as regional health authorities and other agencies and boards. The core issue is that the government of BC operates within its own "trusted domain" while regional and other agencies boards and commissions operate within another. This significant barrier to program integration and efficiency is a strategic interoperability issue. Projects that interact with external partners on different networks will encounter this same problem. The Ministry for Children and Families (MCFD) is approaching this issue by acting as an application service provider to local authorities, ensuring consistency, security and confidentiality of applications and information. The SecureNet initiative is in its early stages involving both CITS and MCFD, focussing on extending the secure network and providing additional bandwidth. In the health sector, emphasis is placed on fostering joint governance with regional health authorities. Greater interoperability is being achieved by developing a common understanding of shared needs and issues. In the health context, significant emphasis is being placed on the use of common data standards as the enabler of program interoperability. Consideration should also be given to the role that CITS plays in servicing the needs of the broader public sector.

4. ***Information Rights and Obligations***

As the business in the natural resource, health and education sectors become more information intensive, there is an increased need for corporate information management policies on data custodianship, data pricing, data access, and devolution of key rights and responsibilities. Data currency and integrity are central to effective fulfillment of government objectives. Lack of clarity on data related policies represent a significant risk to continuing currency and integrity of data. Corporate IM/IT policies are needed to govern external data providers and consumers, in the areas of data pricing, rights of distribution, copyright, FOI responsibilities, data custodianship, and general IM accountabilities, roles, responsibilities, knowledge, skills and abilities.

5. ***Use of Enterprise Infrastructure***

Clarity regarding the degree to which use of the corporate IM/IT infrastructure is deemed to be mandatory for ministries and their related agencies is critical.

6. ***Corporate Vision***

Ministries expressed a strong desire for communication and publication of the government's IM/IT vision and implementation of a corporate governance structure for IM/IT. These two initiatives are considered fundamental to the alignment and co-ordination of IM/IT efforts across government. Ministries want MSER to identify a corporate champion for the e-BC process, publish and communicate the e-BC vision and strategy, develop a co-ordinated e-BC action plan and implement an enterprise governance structure for IM/IT.

7. ***Funding of Corporate Initiatives***

Several deputy ministers indicated that a coherent and comprehensive funding strategy and funding model are needed for corporate enterprise initiatives. The current array of central agency requests on ministry budgets is considered complex, ineffective and in need of replacement by a more corporate approach. Funding arrangements and decisions should be supported by mechanisms for prioritizing the corporate capital portfolio of IM/IT initiatives across government and mechanisms for tracking and ongoing reporting and monitoring of progress. Consideration should also be given to a corporate funding model to enable ministry adoption of corporate services, such as the move to the corporate portal and for implementation of the Electronic Document and Records Management system.

8. ***Mobility Strategy and Framework***

Increased regional, local and community-based delivery of services emphasizes the need for greater wireless access for workers in these communities. In general, the workforce of government is becoming increasingly mobile. With mobility comes an increased emphasis on laptops, cellular phones, Blackberries and other Personal Digital Assistance (PDA) devices. Professionals also use multiple productivity tools, including desktops and other mobile devices, all of which represent significant costs to government. Corporate guidance to begin rationalizing the toolset, in conjunction with the inevitable convergence of technologies over the coming years, will become increasingly important. Ministries are seeking corporate guidance on mobility including development of a mobile computing strategy and architecture, delivery of complete, cost-effective enterprise solutions and services, definition of best practices, security of PDA devices and a 'right-sizing' guide for mobile workers were recommended as key projects

9. ***MSER Capacity Exposure***

From a corporate risk perspective, ministries are significantly dependent on MSER corporate enterprise services and are therefore exposed in the event that MSER fails to deliver these core services. Ministries are concerned that MSER, and particularly CITS, may not have the capacity to deliver within ministry business initiative timelines. Ministries recommended that CITS should attempt to develop a balanced approach to risk assessment that considers not only its own risks, but those of its clients as well. In some cases, the need to quickly address client risks may outweigh risks addressed by risk management activities built into CITS service provisioning procedures.

10. ***IM Risk Management Framework***

Deloitte and Touche completed a recent internal vulnerability assessment for the Ministry of Management Services. The study addressed information management risks within the provincial government including viruses, wireless communication, physical access and electronic access. Some ministries have identified the need for updating the corporate framework of policies, procedures and technologies, supported by best practices, to improve the protection of information assets.

Aligning Projects to Corporate Goals and Objectives

Having identified the high-level management challenges that influence the future development of IM/IT, the next strategic step is to organize the various projects and initiatives according to the corporate objective that they are intended to achieve. There are many projects underway in the ministries that are advancing the corporate IM/IT agenda. Identifying and illustrating the many projects and initiatives across government according to their primary intended outcome will allow the CIO's office to identify the synergies, overlaps and similarities between IM/IT projects across government and assist corporate IM/IT planning. When individual initiatives are aligned to the corporate goals, clear strategic and tactical plans will be developed allowing ministries to move towards these clearly identified strategic objectives.

Initiatives will be organized into four core objectives with further categorization under these broad headings:

- Enhanced services and/or access for citizens or business,
- Cost containment or reduction,
- Improved internal government or program efficiency,
- Support economic development in the province.

Enhanced Service and/or Access for Citizens and Business

Projects associated with this core objective are organized into three categories; projects that improve access and interaction with government, projects that improve the availability of government information and projects that improve the integration of government programs and information.

Improved Access and Interaction with government

- **Common Client Management and Service Delivery Models** – Numerous ministries are moving to client-facing, service-oriented delivery models. These models involve common approaches and solutions to managing client relationships and supporting service delivery (service agreements, e-service portal, client contact centers, new client and service management roles). There is a clear opportunity to share experience and leverage existing solutions across government.
- **e-Business services** – Ministries are slowly establishing a standard suite of e-business services for use across government including:
  - ⇒ Internet debit card and credit card payment services
  - ⇒ Common and shared e-payment broker service
  - ⇒ Electronic bill presentment and payment
  - ⇒ Expanded e-banking, including telephone/PC banking and pre-authorized debit
  - ⇒ Civil E-filing

- **Business Identification** – Ministries are extending and enabling wider adoption and use of the BCeID by initiating assignment to all new companies; move to the federal Business Number and operate the BC Single Business Number hub.

- **Identity Management (Government Authentication Project)** – MSER is partnering with a number of ministries (including Human Resources, Sustainable Resource Management, Health, Finance, Attorney General, Education, Provincial Revenue, Forests) to develop and implement common user identification, authentication and authorization services across all government agencies for British Columbia residents, businesses and government employees.
- **Digital Divide** – MSER is partnering with a number of ministries and crown corporations to provide or improve internet access to rural communities, to facilitate the delivery of new educational, health care and other e-government services, and to encourage revitalizing rural communities, allowing them to participate in the global economy.

Improved availability of information

- **Full One-Stop Business Services** – Ministries continue to extend the one-stop service into new online services for businesses (e.g., registration). Policy direction will ensure that any future business-related systems accommodate this intended direction.
- **Portal Migration**– The Ministry of Management Services is partnering with a number of ministries on a project to migrate their content and e-services to the corporate portal.

Improved Information Integration

- **Justice Information** – The ministries of Attorney General and Public Safety and Solicitor General have established an integrated criminal justice vision for BC, integrating systems for police, civil and criminal courts, corrections, including information on prisoners, cases and criminal histories. A single civil system is currently in development in association with the judiciary.
- **Education Information** – The Ministry of Advanced Education should continue to set standards for and integrate university and private sector data into a common data warehouse and expand the solution to the K-12 education system.
- **Health Information** – The Ministry of Health Services has a variety of information sharing opportunities at both the provincial and federal levels. These include reference standards, HealthNet BC and the HNData health information data warehouse.
- **Social Service Provider and Client Registries** – The ministries of Health, Children and Families, and Human Resources jointly identified the potential for a common service provider registry and common client registry as an immediate opportunity. Longer-term opportunities within this sector include an information and referral registry and common case management system.
- **Land Information BC** – While already operational in a limited form, the long term direction of Land Information BC is to be the single source of land and resource information within government, serving the information needs of government land and resource planners, stewards, and authorities, and extending outwards to citizens, businesses and communities.

The potential applicability to other ministries of government is also strong, enabling location-based viewing and analysis of economic and social patterns and factors.

Cost Containment or Reduction

- **Licensing and Permitting** – Ministries must continue to develop a co-ordinated, corporate approach to addressing shared needs for licensing and permitting services. Consideration should be given to alternative delivery models, such as public-private partnerships and privatization of licensing and permitting services, and to alternative sources of funding, such as the federal BusPAL initiative. Within this context, shared/common systems solutions should continue to be explored (eg. POSSE,FIGARO)
- **Identification and Capture of Business Synergies** – Current ASD efforts should continue to identify service transformation opportunities, but also institutionalize a process to capture, nurture and implement future opportunities. The ASD Secretariat needs to be aware of the impact alternate service delivery options have on government infrastructure and to communicate these impacts with ministry partners impacted by ASD initiatives.
- **Guidelines for Alternative Service Delivery** – The Alternate Service Delivery Secretariat should share general guidelines on how to approach the full range of business improvement approaches, from general process improvements to e-service and IM/IT interventions through to public-private partnerships and other forms of alternative service delivery. A set of best practice guidelines for service improvement would facilitate transformation efforts across government.

Improved internal government or program efficiency

- **Case Management** – A large number of agencies in the social services sector use a case-based approach to management of client information. While not all cases are of a similar type, their underlying data structure likely is, and as such represents a significant potential for shared IM/IT investment.
- **Leverage Enterprise Resource Planning (ERP) to broader public sector** – Government's corporate applications, such as CHIPS and CAS, could potentially be extended as a service to the broader public sector.
- **Common reporting strategy across corporate (ERP) applications** – A variety of approaches to extracting and analyzing information from corporate applications such as CHIPS and CAS are in place today. Because the applications are not integrated, ad hoc reporting is necessary and leads to duplication and possibly differing results. A common reporting strategy could improve consistency and reduce costs.
- **Employee Information** – Common standards and systems to gather and maintain employee and client information would facilitate improved processing and integration between the BC Shared Services Agency and the Human Resources Agency. Core employee data could be used to provide security credentials, which could be leveraged across government to drive broader security and spending authority functions.
- **Enterprise Document and Records Management**– While investments have been made in an Enterprise Document and Records Management System (EDRMS), these investments

have not yet begun to deliver significant benefits across government. A document management strategy and framework are needed by ministries to fully lever this potential into business areas. An initiative is currently underway in the Ministry of Finance to establish such a strategy and framework, and should be shared more widely.

- **Portfolio Project Management**– The Ministry of Management Services is partnering with a number of ministries on a project to improve the corporate Portfolio Project Management in government. The use of common portfolio management tools will allow ministries to align and track their business and IM/IT spending to ministry and corporate goals.

Current State of IM/IT in BC

The following general statements regarding the current state of alignment between the corporate business needs of government and the IM/IT tools supporting those needs have been extrapolated from the responses provided by ministries during their presentations.

General Observations

⇒ Success of government programs and services are increasingly dependent upon reliable IM/IT operations.

⇒ There are significant program-specific IM/IT successes across government, such as, automation of Land Titles, PharmaNet, BC Online and JUSTIN.

⇒ IM/IT infrastructure investments are critical in establishing a common foundation for e-government initiatives.

Executive Awareness and Commitment

⇒ Commitment to cross-ministry, sector and corporate efforts by ministry executive varies and needs to be encouraged.

Accountability

⇒ Formal sector accountabilities do not exist for joint IM/IT efforts across groups of similar ministries, with the exception of the Social Services Tri-Ministry Council. Even in the absence of formal accountabilities, several successful examples of sector collaboration exist, notably within the Justice and Natural Resources sectors.

⇒ The Ministry CIO function has not been instituted in all ministries, but where it does exist it is situated at the Assistant Deputy Minister (ADM) level as a member of the executive team.

⇒ Line of business accountability generally rests with program ADMs and program managers within each ministry.

⇒ Some information systems groups are being structured as part of a corporate service division with reporting accountabilities to the lines of business (eg. Transportation, Finance). These groups generally manage corporate IM/IT change. The use of service level agreements is beginning to emerge.

Funding

- ⇒ Current funding models do not readily support joint funding for sector initiatives. A funding model that systematically supports access to horizontal and vertical funding sources within government will substantially support sector IM/IT efforts.
- ⇒ IM/IT funds are held either at the executive or program-level with some variations on their treatment as operating and capital funds. Program funding and priority setting tend to occur within each business area, with actual spending managed through an information systems branch.
- ⇒ Portfolio-like concepts are emerging in some ministries as a way of managing IM/IT change and investment.

Organizational Responsibilities

- ⇒ Various guiding bodies and steering committees within ministries focus on cross-ministry or corporate opportunities.
- ⇒ There is a movement toward executive-level committees and program-lead advisory teams to identify and manage inter-ministry opportunities for sharing.
- ⇒ Systems contacts are usually designated within program areas as prime points of contact for specific IM/IT issues. This structure tends to limit horizontal decision-making as managers focus on the operational aspects of the system and less on integration opportunities.

Management Processes (planning, decision-making, control and assessment)

- ⇒ Processes to manage IM/IT expenditures are not fully developed and are inconsistent across ministries, but are becoming more disciplined and rigorous in response to continued downsizing pressures. As more groups compete for fewer resources, stronger rules and processes for priority setting and allocation are being developed.
- ⇒ Information Resource Management Plans and Information Systems Plans tend to adopt a ministry-specific or program-specific focus with limited IM/IT planning at the sector or corporate levels.
- ⇒ Ministry IM/IT plans are now being aligned to other ministry planning processes. Some ministries are in the early stages of linking these processes while other larger ministries have made significant progress toward integration.
- ⇒ IM/IT contribution to business success is generally not measured. Measurement and monitoring tends to be restricted to project status monitoring and reporting (dashboards) and do not extend across the full life cycle of IM/IT investments nor into realization of actual business benefits.

Conclusions

Improving the IRMP Process

The IRMP process is recognized as an integral process within the larger planning context of ministries and government.

Recommendations:

- The initial IRMP meeting should continue to include ministry presentations on how the Ministry IM/IT plans align with their service plans and the broader corporate IM/IT direction.

- Ministry IRMP presentations to the CIO should occur in January to allow closer alignment with ministry budget and service planning cycles.

- The IRMP process should be expanded into an ongoing process by instituting a mid year CIO review focussing on corporate and sector projects, ministry applications and their alignment to the IM/IT priorities of government.

- The mid-year IRMP review session should focus on and strengthen the alignment between corporate and ministry plans and the progress of ministry projects in meeting the sector and corporate objectives.

Corporate IM/IT Leadership and Direction

Ministries expressed a need for a clear IM/IT vision and a corporate champion to lead corporate IM/IT for the province

Recommendations

- The CIO should set the corporate IM/IT direction so that the ministry IRMPs can align with it.

- The CIO, collaborating with ministries, should be responsible for clarifying the scope of corporate projects.

- Where a project has been identified as corporate, and where a ministry has considerable knowledge in the subject area and has agreed to lead it, the ministry should manage the project.

- Where project responsibility has been delegated, the CIO should remain in an oversight capacity until the project is completed.

- A corporate direction is necessary to co-ordinate IM/IT issues that span ministries and the broader public sector. (School boards, health authorities etc.)

Funding for Corporate Projects

Government needs to introduce a process to ensure that investments are made in corporate applications which support the overall needs of government. The CIO has a role in hosting an environment where the ministries and the CIO seek common opportunities for the corporate benefit and agree to seek funding for corporate projects in a manner that does not impede the ministries' ability to achieve their service plan objectives and their own accountabilities.

Recommendations:

- Introduce a method of achieving ministry IM/IT objectives while also contributing to corporate initiatives.

- Develop a funding methodology to ensure that multiple ad hoc requests for funding of corporate projects, particularly in times of economic restraint, do not negatively affect the ability of ministries to meet their program objectives.

- Ministries have indicated that some corporate applications are too costly for them to fully fund within their budget allocations. They also indicate that shared service average pricing has resulted in increased cost for similar service levels achieved prior to the move to shared services.

- A common ministry recommendation was to develop a central fund that can be accessed for corporate initiatives.

Corporate Barriers and Challenges

The 2004 IRMP process identified a list of common issues and barriers impeding the advancement of government IM/IT.

Recommendations:

- The CIO and Ministry of Management Services should prioritize and address some of the corporate barriers and issues in the coming year within existing resources.

- Using the IRMP process as the mechanism for identifying and prioritizing corporate issues and projects the CIO, together with the ministries, should determine which projects to include in a corporate work plan.

- The CIO should communicate the corporate IM/IT plan to ministries. At the end of the fiscal year, progress should be reviewed against the work plan. Work in progress or newly identified projects should be incorporated into subsequent plans.

- Corporate projects that remove impediments to meeting ministry goals should continue. Some corporate projects such as common identity management (GAP) and enterprise portal are and should continue while others such as a mobility strategy and framework are in formative stages and require further development.

Appendix 1
List of IRMP Projects

Legend

Project Name:

The commonly know and accepted full name of the project/initiative in identified the ministry 2004 IRMP.

Lead Ministry:

The identified lead ministry for this project.

Participating Partners:

The identified participating partners for this project

Initiative:

This identifies the initiative level. Values are Ministry, Sector, and Corporate

- Ministry initiative: initiative or project involves a single ministry
- Sector initiative:
  - initiative or project involves two or more ministries within as sector
  - initiative or project involves two or more partners across jurisdictions (e.g. interjuridictional justice initiative; provincial health initiative
- Corporate initiative:
  - initiative or project involves all or most ministries; or
  - initiative or project involves multiple sectors

Ministry Abbreviations

Office of the Premier	PREM
Ministry of Advanced Education	MAVED
Ministry of Agriculture, Food and Fisheries	MAFF
Ministry of Attorney General	MAG
Ministry of Children and Family Development	MCFD
Ministry of Community, Aboriginal and Women's Services	MCAWS
Ministry of Education	MED
Ministry of Energy and Mines	MEM
Ministry of Finance	MFIN
Ministry of Forests	MOF
Ministry of Health Services	MHS
Ministry of Human Resources	MHR
Ministry of Management Services	MSER
Ministry of Provincial Revenue	MPR
Ministry of Public Safety and Solicitor General	MPSSG
Ministry of Skills Development and Labour	MSDL
Ministry of Small Business and Economic Development	MSBED
Ministry of Sustainable Resource Management	MSRM
Ministry of Transportation	MOT
Ministry of Water, Land and Air Protection	MWLAP
BC Public Service Agency	BCPSA

Sector Abbreviations

Education Sector	Education
Social Services Sector	Social
Health Sector	Health
Justice Sector	Justice
Economy and Business Sector	Economy
Natural Resources	Resources

Sector: Education				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no. ?)**
Independent Schools New Application	MED		Corporate	1
District Reviews Automation (DRAW)	MED		Corporate	1
ISP TRAX June 2004 Improvements	MED		Corporate	1
Electronic Forms Initiative	MSDL		Corporate	1
Portal Migration	Education		Corporate	1
CRMS 7.1	MSDL		Corporate	1
FREDS Implementation	MED		Sector/ Corporate	1
ECAS Online Application	MED		Sector/ Corporate	1
e-Exams	MED		Sector/ Corporate	1
Netegrity Implementation Project	MSDL		Sector / Corporate	1
Enterprise Data & Function Models	MAVED		Sector	1
Information Services Delivery	MED		Sector	1
Common Systems Initiative Procurement	MED		Sector	1
PLNet Bandwidth	MED		Sector	1
E-Learning Research Sites	MED		Sector	1
Global Review of ADE Standards	MSDL		Sector	1
APMS Project	MSDL		Sector	1
Designer Migration Project	MSDL		Sector	1
Oracle 9i Migration	MSDL		Sector	1
Post-Secondary Institution Proposal System	MAVED	MAVED	Ministry	1
ISP Implementation Year 1	MAVED	MAVED	Ministry	1
My Classroom	MED	MED	Ministry	1
ESB Case Management (ESIS)	MSDL	MSDL	Ministry	1
Internet Query to WCAT Case	MSDL	MSDL	Ministry	1
Common Disbursement	MED	MED	Ministry	1

Sector: Social Services				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no. ?)**
Enterprise Authentication	MSER/MCFD	MSER/MCFD	Corporate	1
e-Portal	MSER/MCFD	MSER/MCFD	Corporate	1
Case Management	MCFD	MCFD	Sector	1
Integrated Case Management Tools Project (Education, Health, Justice, Social Services sectors)	MCFD	MCFD	Sector	1
Cornet2	MCFD	MCFD	Sector	1
Procure to Pay	MCFD	MCFD	Sector	1
CFNet	MCFD	MCFD	Sector	1
Child and Youth Mental Health systems	MCFD	MCFD	Sector	1
Governance tools for activity based cost	MCFD	MCFD	Sector	1
Data Warehouse	MCFD	MCFD	Ministry	1
MVS Migration	MCFD	MCFD	Ministry	1
Grant Tracking & Mgt System	MCAWS	MCAWS	Ministry	1
Child Care Operating Fund	MCAWS	MCAWS	Ministry	1
Harvest	MCAWS	MCAWS	Ministry	1
Child Care Subsidy Payments	MCAWS	MCAWS	Ministry	1
On-line Resources	MHR	MHR	Ministry	1
Call-Centre Expansion	MHR	MHR	Ministry	1
Expanded EFT for Assistance Payments	MHR	MHR	Ministry	1
Reporting & Information Management	MHR	MHR	Ministry	1
Solution Requirements for Case Management	MHR	MHR	Ministry	1
Infrastructure Positioning Work (GAP)	MHR	MHR	Ministry	1

Sector: Health				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no. ?)**
Provincial Lab System	MHS	Health	Sector	1
Electronic Health Record System (EHR-S)	MHS	Health	Sector	1
VISTA Data Warehouse	MHS	Health	Sector	1
Health Status Registry	MHS	Health	Sector	1
Defining Sub-Acute Hospital Care	MHS	Health	Sector	1
Reconciling Discharge Abstract Database (DAD) and Management Information System (MIS) Data	MHS	Health	Sector	1
Analysis of Impact on ICD-10-CA Implementation	MHS	Health	Sector	1
BC HealthGuide Program	MHS	Health	Sector	1
CCIMS and CPIM Retirement	MHS	Health	Sector	1
Chronic Disease Management Toolkit (Recall, Review & Reporting Utility)	MHS	Health	Sector	1
Data Warehouse Project - VISTA	MHS	Health	Sector	1
Defining Sub-Acute Care and the Corresponding Reporting Requirements	MHS	Health	Sector	1
Drinking Water Information Management Project (DWIMP)	MHS	Health	Sector	1
EHR - Care Provider Access	MHS	Health	Sector	1
EHR - Clinical Broker Strategy	MHS	Health	Sector	1
EHR - Diagnostic Imaging Services and Infrastructure	MHS	Health	Sector	1
EHR - Electronic Health Record Architecture	MHS	Health	Sector	1
EHR - Electronic Medical Summary (e-MS)	MHS	Health	Sector	1
EHR - Identity Management	MHS	Health	Sector	1
EHR - Infrastructure (Access and Network)	MHS	Health	Sector	1
EHR - Physician (IM/IT) Strategy	MHS	Health	Sector	1
EHR - PharmaNet Uptake	MHS	Health	Sector	1
EHR - Provider Registry Uptake	MHS	Health	Sector	1
EHR - Provincial Laboratory Coordinating Office	MHS	Health	Sector	1

Sector: Health				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no. ?)**
Electronic Verification of Birth Records	MHS	Health	Sector	1
Enterprise Authentication and Directory Services	MHS	Health	Sector	1
Enterprise Authentication and Directory Services	MHS	Health	Sector	1
Federal Electronic Tobacco Reporting and Evaluation System (FETRES)	MHS	Health	Sector	1
Health Authority MIS task groups – Review of Consistency and Data Quality of Reporting	MHS	Health	Sector	1
Health Benefits Operations (HBO) - Alternate Service Delivery (ASD)	MHS	Health	Sector	1
Health Status Registry	MHS	Health	Sector	1
Home and Community Care (HCC) – Implementation of the InterRAI Assessment Tools and HCC Minimum Reporting Requirement (MRR)	MHS	Health	Sector	1
Implementation of Secure Electronic File Transfer of MRR Data to the MOH for both Mental Health and HCC	MHS	Health	Sector	1
Invalidation of Insecure Vital Event Birth Certificates Provincial Revenue Project (MSP)	MHS	Health	Sector	1
PURRFECT Annual Update	MHS	Health	Sector	1
Reconciliation of DAD (Discharge Abstract Database) with MIS (Management Information System) Data	MHS	Health	Sector	1
Recording Information on Lost and Stolen Birth Certificates	MHS	Health	Sector	1
Vital Statistics Information Integration	MHS	Health	Sector	1
Wait List Information Management Strategy	MHS	Health	Sector	1

Sector: Justice				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no. ?)**
Enterprise Risk Management	MAG/MPSSG	MAG/MPSSG	Corporate	1
Shared File & Print	MAG/MPSSG	MAG/MPSSG	Corporate	1
Enterprise Portal	MAG/MPSSG	MAG/MPSSG	Corporate	1
Security Framework Upgrade	MAG/MPSSG	MAG/MPSSG	Corporate	1
Cross Govt. Portfolio and Project Mgmt Committee	MAG/MPSSG	MAG/MPSSG	Corporate	1
Cornet2	MAG/MPSSG	MAG/MPSSG	Sector	1
PrimeBC/Justin interface	MAG/MPSSG	MAG/MPSSG	Sector	1
CPIC Renewal	MAG/MPSSG	MAG/MPSSG	Sector	1
Document Mgmt Requirements Study	MAG/MPSSG	MAG/MPSSG	Sector	1
Intranet Publishing Project	MAG/MPSSG	MAG/MPSSG	Sector	1
Protection Order Registry	MAG/MPSSG	MAG/MPSSG	Sector	1
Prisoner Information Mgmt System	MAG/MPSSG	MAG/MPSSG	Sector	1
Executive Reporting System	MAG	MAG	Ministry	1
Public Trustee & Guardian Case Mgmt system upgrade	MAG	MAG	Ministry	1
Civil Electronic Information System	MAG	MAG	Ministry	1
Court Services Online	MAG	MAG	Ministry	1
Trial Schedule System – Civil	MAG	MAG	Ministry	1
Family Search	MAG	MAG	Ministry	1
Video Conferencing Equipment	MAG	MAG	Ministry	1
Aboriginal Law Research System Customization	MAG	MAG	Ministry	1
Film, Investigators & Gaming Audit Regulatory System	MPSSG	MPSSG	Ministry	1
Financial & Claims Tracking System	MPSSG	MPSSG	Ministry	1
Replace Corner's System	MPSSG	MPSSG	Ministry	1
HRT Case Mgt Scheduling – Tribunal Activity Business System	MPSSG	MPSSG	Ministry	1
Gaming Class B License Applications	MPSSG	MPSSG	Ministry	1
Commercial Vehicle	MPSSG	MPSSG	Ministry	1
Posse Phase 2	MPSSG	MPSSG	Ministry	1

Sector: Economy & Business				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no. ?)**
eBC Strategy	MSER	MSER	Enterprise	1
Digital Divide	MSER	MSER	Corporate	1
Identity Management (Government Authentication Project)	MSER	MSER	Corporate	1
Enterprise Portal	MSER	MSER	Corporate	1
Employee Portal	MSER	MSER	Corporate	1
Identity Management (GAP Project)	BCPSA	BCPSA	Corporate	1
ASD - JSP for Payroll Operations	MSER BCPSA	MSER BCPSA	Corporate	1
Enterprise Architecture Framework	MSER	MSER	Corporate	1
Client Centered Service Delivery Project	MSER	MSER	Corporate	1
Multiple Change of Address	MSER	MSER	Corporate	1
Enterprise Document & Records Management System	MSER	MSER	Corporate	1
ASD - JSP for Workstation Support	MSER	MSER	Corporate	1
ASD - JSP for Licensing & Permits	MSER MWLAP	MSER MWLAP	Corporate	1
ASD - JSP for Payroll Operations	MSER BCPSA	MSER BCPSA	Corporate	1
ASD - JSP for Revenue Management Project	MSER MPR	MSER MPR	Corporate	1
ASD - JSP for Health Benefits Operations	MSER MHS	MSER MHS	Corporate	1
Enquiry BC RFP	MSER	MSER	Corporate	1
Channel Integration	MSER	MSER	Corporate	1

Sector: Economy & Business				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no, ?)**
Electronic Document Risk Management Strategy	MSER	MSER	Corporate	1
Client Access to Solutions BC Services	MSER	MSER	Corporate	1
BCeID	MSER	MSER	Corporate	1
Corporate Government Standards initiative	MSER	MSER	Corporate	1
BIZ System	MSBED	MSBED	Sector	1
Invest BC	MSBED	MSBED	Sector	1
Business Number Hub	MFIN	MFIN	Sector	1
One Stop Business Registration	MFIN	MFIN	Sector	1
One Stop Business Change Address	MFIN	MFIN	Sector	1
Application Profiling System	MSBED	MSBED	Ministry	1
Client Relationship Management System	MSBED	MSBED	Ministry	1
Equipment Hardware Refresh	MSBED	MSBED	Ministry	1
Portal migration	MSBED	MSBED	Ministry	1
Project and Contract Mgt Software	MSBED	MSBED	Ministry	1
Corporate Online (COLIN)	MFIN	MFIN	Ministry	1
Manufactured Home Registry	MFIN	MFIN	Ministry	1
Personal Property Registry	MFIN	MFIN	Ministry	1
Payment Review integrate with I-Procurement Registry	MFIN	MFIN	Ministry	1
Debt Management System	MFIN	MFIN	Ministry	1
Riskmaster	MFIN	MFIN	Ministry	1

Sector: Economy & Business				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no. ?)**
Budget & Chart of Accounts	MFIN	MFIN	Ministry	1
Enterprise Portal Migration	MFIN	MFIN	Ministry	1
Framework in preparing for Enterprise Document & Records Mgt initiative	MFIN	MFIN	Ministry	1
Technology requirements and migration assessment with Shared Services	MFIN	MFIN	Ministry	1
Security policy and procedures	MFIN	MFIN	Ministry	1
Enterprise Portal Migration	MSER	MSER	Ministry	1
Implement cost effective web mgt model	MSER	MSER	Ministry	1
Pilot EDRMS	MSER	MSER	Ministry	1
Adopt Shared File and Print	MSER	MSER	Ministry	1
Adopt Desktop Terminal Services (DTS) where appropriate	MSER	MSER	Ministry	1
Refresh Government Agents technology and systems support model	MSER	MSER	Ministry	1
Board Resourcing Development Office Online Application Project	OTP	OTP	Ministry	1
Electronic Document Distribution System	OTP	OTP	Ministry	1
News Release Management System	OTP	OTP	Ministry	1
Today's News Online	OTP	OTP	Ministry	1
Media Gallery	OTP	OTP	Ministry	1
Achieve BC Enhancement	OTP	OTP	Ministry	1

Sector: Economy & Business				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no. ?)**
Framework in preparing for Enterprise Document & Records Mgt initiative	OTP	OTP	Ministry	1
Enterprise Portal migration	OTP	OTP	Ministry	1
Forest Revenue Interfaces & Hosting	MPR	MPR	Ministry	1
TACS Operations SLA Project	MPR	MPR	Ministry	1
Project Management Office Implementation Phase 2	MPR	MPR	Ministry	1
IOCP Organizational Change Implementation	MPR	MPR	Ministry	1
Technology Refresh	MPR	MPR	Ministry	1
Employee Development & Learning Plan Interface - Phase 3	MPR	MPR	Ministry	1
Insight Decision Support System	MPR	MPR	Ministry	1
IM/IT Security Program & Architecture Development Phase 2	MPR	MPR	Ministry	1
Sponsorship Receivables - Class Functionality	MPR	MPR	Ministry	1
Property Tax Business Requirements	MPR	MPR	Ministry	1
Land Titles Electronic Filing System	MPR	MPR	Ministry	1
Single Business Number - TACS Modifications	MPR	MPR	Ministry	1
Integrated Document Management Phase 2	MPR	MPR	Ministry	1
Family Benefits Archiving Strategy	MPR	MPR	Ministry	1

Sector: Economy & Business				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no, ?)**
Drive BC	MOT	MOT	Ministry	1
Road Inventory & Maintenance System	MOT	MOT	Ministry	1
Snow & Avalanche Weather System	MOT	MOT	Ministry	1
Bridge Management Information System	MOT	MOT	Ministry	1
Capital Program System	MOT	MOT	Ministry	1
Highway Accident System	MOT	MOT	Ministry	1
Data Sharing Application	MOT	MOT	Ministry	1
Land Information Systems	MOT	MOT	Ministry	1
Computer Assisted Civil Engineering	MOT	MOT	Ministry	1
Development Approvals System	MOT	MOT	Ministry	1
Registration, Identification, Selection and Performance Evaluation	MOT	MOT	Ministry	1
TRIM Electronic Document and Records Management System	MOT	MOT	Ministry	1
MOTor Carrier Licensing System	MOT	MOT	Ministry	1
HR Vision	BCPSA	BCPSA	Ministry	1
Payroll Vision - Time Online	BCPSA	BCPSA	Ministry	1
Trim Corporate Records Management	BCPSA	BCPSA	Ministry	1
Migrate content to Employee Portal	BCPSA	BCPSA	Ministry	1

Sector: Natural Resources				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no. ?)**
Authorization & Compliance Initiative	MWLAP	MWLAP	Corporate	1
Enterprise Portal Conversion	MWLAP	MWLAP	Corporate	1
Land & Resource Data Warehouse	MSRM	MSRM	Sector	1
Accumap Lease, ArcInfo Licensing	MEM	MEM	Sector	1
Aggregate Inventory System	MEM	MEM	Sector	1
Audio System Enhancements	MEM	MEM	Sector	1
Econometric Modeling	MEM	MEM	Sector	1
Integrated Registry	MEM	MEM	Sector	1
Mineral Titles Online	MEM	MEM	Sector	1
Online Notice of Work – Mines Mgmt System	MEM	MEM	Sector	1
Petroleum Accounts Revenue System Enhancement	MEM	MEM	Sector	1
Petroleum Titles Online	MEM	MEM	Sector	1
Revenue Collection Tracking	MEM	MEM	Sector	1
Royalty Credits Tracking	MEM	MEM	Sector	1
Petroleum Titles Online	MEM	MEM	Sector	1
Integrated Registries	MSRM	MSRM	Sector	1
Land Title e-filing	MSRM	MSRM	Sector	1
Land & Water Integration	MSRM	MSRM	Sector	1
Provincial Base Atlas	MSRM	MSRM	Sector	1
Integrated Resource Information	MSRM	MSRM	Sector	1
Land Information BC Client Access Portal	MSRM	MSRM	Sector	1
Aquaculture Licensing & Referrals	MAFF	MAFF	Ministry	1
Canadian Agriculture Income Stabilization Program	MAFF	MAFF	Ministry	1
Crop Insurance Risk Report Admin System	MAFF	MAFF	Ministry	1
InfoBasket	MAFF	MAFF	Ministry	1
Broadvision Portal Project	MAFF	MAFF	Ministry	1

Sector: Natural Resources				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no. ?)**
Ministry Agriculture Licensing System	MAFF	MAFF	Ministry	1
Vet Lab System	MAFF	MAFF	Ministry	1
Scanned Image Library	MAFF	MAFF	Ministry	1
Equipment Hardware Refresh	MEM	MEM	Ministry	1
Portal Migration	MEM	MEM	Ministry	1
Inter-Jurisdictional Initiatives	MEM	MEM	Ministry	1
Climate Change Monitoring System	MEM	MEM	Ministry	1
Explosives Act	MEM	MEM	Ministry	1
ADAMS & WDMIS	MWLAP	MWLAP	Ministry	1
PASO enhancement and web deployment	MWLAP	MWLAP	Ministry	1
Operational Database Design, PAR and CL Web Access	MWLAP	MWLAP	Ministry	1
COORS Enhancement	MWLAP	MWLAP	Ministry	1
Forms Automation	MOF	MOF	Corporate	1
Application Development Environment	MOF	MOF	Sector	1
Harvest Billing System	MOF	MOF	Sector	1
Mapview	MOF	MOF	Sector	1
Forest Tenures (FTA) and Electronic Submission Framework (ESF)	MOF	MPR	Sector	1
FTA/Results System and the Corporate Update Tool Results (ex ISIS/MLSIS replacement)	MOF	MSRM	Sector	1
Electronic Submission of As-Built Roads	MOF	MOF	Sector	1
Ecommerce Appraisal Data	MOF	MOF	Ministry	1

Sector: Natural Resources				
IRMP 2004 Project	**Lead Ministry**	**Participating Partners**	**Initiative**	**04/05 project**
Project Name	**Identify lead ministry**	**Identify participating partners**	**Ministry, Sector, Corporate**	**(1-yes, 0-no. ?)**
ELearning Infrastructure & Standards	MOF	MOF	Ministry	1
Electronic Document Management	MOF	MOF	Ministry	1
Corporate Information Access	MOF	MOF	Ministry	1
Seed Planning & Registry System (SPAR) &NSA2	MOF	MOF	Ministry	1
Corporate Web Advertising - Notices	MOF	MOF	Ministry	1
Business and Performance Management (MAX)	MOF	MOF	Ministry	1
CIMS	MOF	MOF	Ministry	1
Cruise Compilation and Handhelds - Revenue	MOF	MOF	Ministry	1
FRMA - Roads Management	MOF	MOF	Ministry	1
Handhelds (for Revenue & Research)	MOF	MOF	Ministry	1
Interior Log Cost Survey Tool	MOF	MOF	Ministry	1
Litigation Tracking	MOF	MOF	Ministry	1
Resource Analysis Support Transformation	MOF	MOF	Ministry	1
ERA Replacement	MOF	MOF	Ministry	1
NSA2	MOF	MOF	Ministry	1
Security Tools	MOF	MOF	Ministry	1
Web Access to Silviculture Systems Training	MOF	MOF	Ministry	1
Check Scale and Handhelds - Needs Analysis	MOF	MOF	Ministry	1

Appendix 2
Ministry messages to the CIO by sector

Analytical Framework

IRMP presentations were reviewed based on a simple two-dimensional analytical framework. The first dimension addresses the key IRMP topic areas (business, business-IM/IT alignment, IM/IT environment) and the second considers each topic in terms of the overall proposed transition (current state, target state, key issues and opportunities, strategies and initiatives). By way of example, with respect to the topic of "business", the analysis of presentations involved a general assessment of the sector in terms of (1) where is the business of the sector today (2) what is the nature of business transformation being considered within the sector (3) what issues and opportunities are the sector facing in undertaking the transformation and (4) what business strategies and initiatives are being planned and undertaken to deliver the transformation.

At a more detailed level, the topic areas are constituted as follows:

1. **Business**
   a. *Business services* – mandate, services, programs, partners, etc.
   b. *Electronic service delivery* – portals, ESD infrastructure, client aggregation, public interface, client authentication and identification, etc.
   c. *Information management* – FOI/POP, records management, data integration, data warehousing, data analysis and discovery, decision support, etc.
   d. *Operational applications* – line-of-business applications and databases, legacy systems, etc.
2. **Business-IM/IT Alignment** – IM/IT accountabilities, management processes (planning, priority-setting, decision-making), measurement, funding, etc.
3. **IM/IT Environment** – IM/IT policies and standards, architectures, hardware, software, and communications infrastructures, operations and maintenance, etc.

Synopsis of Education Sector IRMP Presentations – November 3, 2003

This is a synopsis of a series of IRMP presentations by the ministries within the education sector, conducted on November 3, 2003. A debriefing session was held following the presentations, including representatives from central agencies with corporate IM/IT service obligations to the ministries or with corporate IM/IT oversight roles. This synopsis is intended to capture those issues and opportunities that may require a corporate response, and will be used as the basis for further action planning by central agencies (eg. by Ministry of Management Services).

Ministries Represented

- Advanced Education, Education, Skills Development and Labour

Current Situation and Target State

Business

- Core business areas within the education sector include:
  - ⇒ *Ministry of Education*: public schools, independent schools, debt service and amortization, management services, executive and support services
  - ⇒ *Ministry of Advanced Education*: educational institutions and organizations, industry training and apprenticeship, student financial assistance programs, debt service and amortization of prepaid capital advances, executive and support services
  - ⇒ *Skills Development and Labour*: skills development/industry adjustment, workplace programs (employment standards), industrial relations, workers' compensation
- The three ministries are treated as distinct lines of business with distinct business objectives, requiring distinct sets of IM/IT services.
- Generally the sector is moving from a regulator of inputs, to the broadly defined "education system", to a monitor of outputs and outcomes from the system. This has been achieved through a shift towards greater autonomy of system stakeholders, balanced by greater accountability.
- The transformation of the sector is driving the need for better information and consequently better practices for the management of information. These in turn, drive the need for changes in underlying business applications and IM/IT infrastructures.
- The education sector is moving to a planning and decision-support model, including the ability to integrate and view information longitudinally and closer coupling of information systems with partners and service providers. Current efforts appear to be towards improving data quality and towards enabling information integration through data warehousing, conducted as ministry-level initiatives.

Business-IM/IT Alignment

- A shared IM/IT service organization exists to deliver IM/IT to all three ministries
- Business-lead IM/IT steering committees exist for each ministry to ensure alignment of IM/IT efforts with business needs and priorities.
- The ministries are considering a sector-level IM/IT steering body to harness potential sector opportunities.

IM/IT Environment

- The IM/IT environment within which the education sector operates is generally stable, relying on CITS for most services.

Issues and Opportunities

Corporate and sector level issues and opportunities that were highlighted during the session:

Business: Electronic Service Delivery

- *Interoperability Between Trusted Domains* – The Ministry of Skills Development and Labour is experiencing significant difficulties in sharing application services with their business partners in the Workers Compensation Board (WCB). The core issue is that the government of BC operates within its own "trusted domain", while WCB operates within another. This creates a significant barrier to business integration and efficiency. It is also likely a larger issue than simply with the WCB. Any moves to communicate with external partners on different networks will encounter this same problem.
- *Portal Conversion* – All three ministries expressed concern about resources required for migration of existing Web content to the portal, within the timelines established by Ministry of Management Services.
- *e-Signatures and External Partners* – Greater business integration with external partners could be achieved through elimination of paper and adoption of e-signatures. Specific examples were cited around submission of student loan documents to Canada Customs and Revenue Agency, where the entire loan process can be conducted online up to the point where CCRA requires a printed and manually signed copy of loan documents.
- *Security/Authentication* – For this sector a security and authentication framework is considered essential.

Business: Information Management

- *Privacy Barriers to Information Integration* – There is considerable potential business value in longitudinal information on students from kindergarten through post-secondary. Well-focused education policy and decision-making, and therefore better alignment of inputs and outputs of the education system are at the core of the potential value of such an investment. However, there is a perceived barrier to personal information integration between ministries, as embodied in Protection of Privacy legislation and policy. Ministries require clarification regarding the government's position.
- *Limited IM and Analytical Skills* – The transformation of the sector towards information-intensive monitoring requires a concurrent shift in accountabilities, roles, responsibilities, knowledge, skills and abilities for information management.

Business: Applications

- *Case Management* – While not specifically mentioned during the session, there is an apparent opportunity to pursue corporate standards and solutions for case management.

Business-IM/IT Alignment

No specific issues or opportunities were raised regarding business-IM/IT alignment.

IM/IT Environment

- **Common IT Services** - The Ministry has concerns about its relationship with CITS in the following areas.
  - ⇒ PLNet bandwidth (digital divide)
  - ⇒ Impact of CEISS decommissioning on CITS
  - ⇒ CITS transition costs
  - ⇒ PLNet security
- **Computers in Schools** – Government disposal of computer assets appears to overlook the potential for donating old equipment for use in the classroom. Government's position needs to be clarified on this issue.

Sector Priorities

The "trusted domain" and the attendant privacy issues have been identified as the top priority for this sector.

Strategies and Initiatives

Observations regarding education sector projects and initiatives:

- **Portal Conversion** – All three ministries indicated that portal conversion was a key project. Potential synergies across ministries should be investigated.
- **e-BC Project Register** – Some variances exist between the information provided in the IRMP presentations and currently maintained within the e-BC project register. A consistent definition of projects is required between the IRMP and e-BC processes.

Synopsis of Social Services Sector IRMP Presentations – November 7, 2003

This is a synopsis of a series of IRMP presentations by the ministries within the social services sector, conducted on November 7, 2003. A debriefing session was held following the presentations, including representatives from central agencies with corporate IM/IT service obligations to the ministries or with corporate IM/IT oversight roles. This synopsis is intended to capture those issues and opportunities that may require a corporate response, and will be used as the basis for further action planning by central agencies (eg. Ministry of Management Services).

Ministries Represented

- Children and Family Development, Community, Aboriginal and Women's Services, Human Resources

Current Situation and Target State

Business

- Core business areas within the social services sector include:
  - ⇒ *Ministry of Children and Family Development*: community living services, children and family development (e.g., residential and foster care, adoption, youth day programs, etc.), provincial services (e.g., young offenders), executive and support services
  - ⇒ *Ministry of Community, Aboriginal and Women's Services*: local government, housing and building, safety and standards, culture, heritage and sport, 2010 Olympics, aboriginal, multicultural and immigration, women's services and child care, executive and support services
  - ⇒ *Ministry of Human Resources*: employment programs, temporary assistance, continuous assistance, supplementary assistance, executive and support services, employment and assistance appeal tribunal
- Overarching sector business goals, objectives, measures and targets are defined in the government strategic plan. Within this general framework, the business needs of individual ministries in the sector are treated as paramount, with each ministry pursuing their own specific targets. This generally drives distinct IM/IT services for each ministry, although there is a mutual belief in the value and potential of sharing IM/IT solutions across the sector – and this does occur when and where it makes good business sense.
- The sector is transforming from a regulator of inputs to a monitor of outputs and outcomes from the system. This has been achieved through a shift towards greater autonomy of system stakeholders, balanced by greater accountability. This is being and will continue to be achieved, for example, by MCFD, through regional and aboriginal authorities as the prime service provider with the ministry acting in an overall governance capacity.
- The transformation of the sector is driving the need for better information and consequently better practices for the management of information. These in turn, drive the need for changes in underlying business applications and IM/IT infrastructures.

Business-IM/IT Alignment

- A tri-ministry council exists with a focus towards improving IM/IT collaboration within the social services sector.
- Each ministry has its own approach to governance of IM/IT activities and delivery of IM/IT services. MCFD has a well-defined process for IM/IT portfolio management, from initial concept through to final retirement of solutions, with clear business linkages and checkpoints. MCAWS has a program-centric approach to IM/IT governance with central coordination by the ISB. MHR's approach is centred on its Project Management Office, with a mandate spanning both business and IM/IT projects.

IM/IT Environment

- The IM/IT environment within which the social services sector operates is generally stable, relying on CITS for most services.

Issues and Opportunities

Corporate and sector level issues and opportunities that were highlighted during the session:

Business: Electronic Service Delivery

- *Security/Authentication* – Critical business initiatives within the sector require both citizen and business authentication services. Central agencies need to provide this service, and do so within the timeframes of sector business initiatives. Sensitivities exist about the ongoing cost of the service, and the need for central funding.
- *Electronic Funds Transfer* – Limitations exist on the degree to which the government can get away from issuing paper cheques, due to the limited capacity of certain constituents within this sector. Alternate business solutions are needed that can achieve efficiencies like those for electronic funds transfer.

Business: Information Management

- *Limited IM and Analytical Skills* – The transformation of the sector towards information-intensive monitoring requires a concurrent shift in accountabilities, roles, responsibilities, knowledge, skills and abilities for information management. This is likely a common issue across government for which corporate frameworks and solutions could be developed.

Business: Applications

- *Supplier and Contract Management* – Tools and solutions for supplier and contract management need to be rationalized. This is both a corporate and sector concern, with the focus on how to manage contracts within the sector. At the corporate level, e-procurement solutions have been selected and will be rolling out soon and could be extended to address these needs. At the sector level, various solutions are available that could be extended including emphasizing a unified approach to ensure minimum duplication of effort and cost.
- *Case Management* – There is an apparent opportunity to pursue corporate standards and solutions for case management, although it is unclear whether there is true business alignment and common desire

Business-IM/IT Alignment

- *e-BC Launch* – Ministries expressed a strong need for communication and publication of the government's IM/IT vision (e-BC). This is fundamental to the alignment of IM/IT efforts across government.
- *Funding corporate Initiatives* – Ministries liken the current approach to funding common, corporate initiatives as "being pecked to death by hens". A simpler, centrally funded approach was suggested as more desirable.
- *IM/IT Planning Process* – The overall IM/IT planning process of government needs to be defined and implemented in the next planning cycle. This would include confirmation of the purpose, timing, content and linkage of IRMPs'.
- *Leveraging Shared IM/IT Assets* – A library or directory of shareable IM/IT solutions within government should be maintained as a service to all of government. Similarly, existing IM/IT assets and expertise of government should always be considered and leveraged in potential ASD initiatives (e.g., existing permitting and licensing applications and know-how should be considered by ASD solutions).

IM/IT Environment

- *Role of CITS in the Broader Public Sector* – The emergence of local authorities as the prime service delivery agents, combined with the autonomy of these local authorities, logically points to independent decision-making regarding IM/IT by local authorities. However, the need for strong security and interoperability between the province and local authorities is key to the success of this new business model. The issue is the degree to which CITS plays a role in servicing the needs or directing the solutions of the broader public sector.
- *Network Extension* – The secure network needs to be extended and additional bandwidth provided to support community-based service delivery, with a view to sharing applications and information securely and confidentially. This is being addressed through the SecureNet initiative, involving both CITS and MCFD in a pilot commencing December 2003.
- *Mobile Computing* – With the increased emphasis on community-based delivery of social services, there is a need for greater wireless access for social workers in remote communities. A complete, cost-effective solution is required.

Sector Priorities

The 'security/authentication' issue has been identified as a key priority for this sector.

Strategies and Initiatives

Observations regarding social services sector projects and initiatives:

- **e-BC Project Register** – Some variances exist between the information provided in the IRMP presentations and that currently maintained within the e-BC project register. A consistent definition of projects is required between the IRMP and e-BC processes and clarification should be provided.

Synopsis of Health Sector IRMP Presentations – November 14, 2003

This is a synopsis of the IRMP presentation by the ministries within the health sector, conducted on November 14, 2003. A debriefing session was held following the presentations, including representatives from central agencies with corporate IM/IT service obligations to the ministries or with corporate IM/IT oversight roles. This synopsis is intended to capture those issues and opportunities that may require a corporate response, and will be used as the basis for further action planning by central agencies (i.e., by Ministry of Management Services).

Ministries Represented

- Health Planning and Health Services were amalgamated into the Ministry of Health Services on January 26, 2004.

Current Situation and Target State

Business

- Core business areas for both health ministries fall into three broad categories: stewardship and corporate management, services delivered by the ministry, and services delivered by partners. The services included in each of these three business areas are:

  Stewardship and Corporate Management:

  ⇒ Provide leadership and support to BC's health authorities and other partners in delivering health services

  ⇒ Establish funding, performance agreements for health authorities, and performance measures for BC's health system

  ⇒ Manage ministry budgets, human resources and information needs

  Services Delivered by Ministry:

  ⇒ Administer BC's PharmaCare and Medical Services Plan

  ⇒ Fund emergency health services delivered by BC Ambulance Service

  ⇒ Provide vital statistics for the province

  Services Delivered by Partners:

  ⇒ Support and evaluate health services delivered by health authorities, care providers and other partners

- Consistent with overall government strategy, the health sector is transforming from a regulator of inputs to a monitor of outputs and outcomes from the system ("from rowing to steering"). This has been achieved through a shift towards greater autonomy of system stakeholders, balanced by greater accountability. This is being achieved, for example, through regional health authorities that act as primary service providers while the ministries act as overall stewards of the health system.

- This transformation of the sector is driving the need for better information and consequently better practices for the management of information. These in turn, drive the need for changes in underlying business applications and IM/IT infrastructures.

Business-IM/IT Alignment

- Governance of health-related IM/IT involves extensive collaboration across the health system, as well as with the rest of government. There is coordination with not only central government, but even more so with health authorities, health partners and other jurisdictions (western provinces and federal).
- Information, communications and technology play a foundational role towards the ministries achieving their vision and goals. Strategic direction for IM/IT is directly coupled to government directions for health and has been formulated from that context. Nonetheless, business areas have not fully embraced and embedded IM/IT as a strategic enabler of change
- Within the ministries, there is a need for stronger focus on business priorities for IM/IT and generally greater participation by business areas in IM/IT governance

IM/IT Environment

- The IM/IT environment within which the health ministries operate is generally stable, relying on CITS for most services.

Issues and Opportunities

Corporate and sector level issues and opportunities that were highlighted during the session:

Business: Electronic Service Delivery

- *Security/Authentication* – Given long-standing requirements for security and privacy of health-related information, the health ministries are strong partners for current efforts of the common identity project. Collaborative efforts should continue in this area to address common needs, such as multi-factor authentication mechanisms.
- *Use of Corporate Infrastructure* – Ministries require clarity regarding the degree to which use of the Corporate ESD infrastructure is mandatory by the health sector (e.g., use of the portal, common authentication, network/digital divide).

Business: Information Management

- *Limited IM and Analytical Skills* – The transformation of the sector towards information-intensive monitoring requires a concurrent shift in accountabilities, roles, responsibilities, knowledge, skills and abilities for information management. This is likely a common issue across government for which corporate frameworks and solutions could be developed.

Business: Applications

- *Client and Provider Registries* – A single "source of truth" should be developed for contracted service providers and for clients that could be updated by multiple originating sources.

- *Web-Based Training* – The Knowledge Management and Technology Division has a tool that supports Web-based training. This tool could readily be adapted to deliver various types of courseware and content.

Business-IM/IT Alignment

- *e-BC Launch* – Ministries expressed a strong need for communication and publication of the government's IM/IT vision (e-BC). This is fundamental to the alignment of IM/IT efforts across government.
- *Increased Profile of Ministry CIO Role* – The role of the ministry CIO and necessity for their participation at the executive table needs to be understood. The government CIO should lead efforts to better profile this issue and begin to effect change across all ministries.
- *IM/IT Planning Process* – The overall IM/IT planning process of government needs to be defined and implemented in the next planning cycle. This would include confirmation of the purpose, timing, content and linkages of IRMPs.
- *Non-Strategic Downsizing of IM/IT* – Continuing reductions in IM/IT services in ministries may interfere with the achievement of anticipated business savings. Some business areas continue to operate systems for programs that are no longer in the government's core mandate, placing unnecessary cost pressure on IM/IT budgets.
- *Leveraging Shared Assets* – A library or directory of shareable IM/IT solutions within government should be maintained as a service to all of government. Similarly a common inventory of knowledge, skills and abilities across government should be created and made available.
- *Identifying Practice Competencies* – In an effort to share talent across government, general practice competencies of individual ministries should be publicized. For example, health sector strengths in project management should be made known to others in government and is already beginning to happen. In addition, ministries could be asked to self-identify competencies at a general level.
- *Sharing Best Practices in IM/IT Governance* – Experience gained, models used and practices developed by health ministries around governance of IM/IT within the health sector are likely transferable to government as a whole. Examples include work of the health information standards council, insight into the role and importance of secretariats and into developing trust in a collaborative, multi-stakeholder environment.

IM/IT Environment

- *Personal Productivity Tool Rationalization* – Professional workers now have multiple productivity tools, including desktops, laptops, mobile devices, and PDAs, all of which represent significant costs to government. Corporate guidance should be provided to begin rationalizing the toolset, and managing the inevitable convergence of technologies over the coming years (e.g., framework for mobile services; "right-sizing" guide for a mobile work force).
- *Disentangling IM/IT in ASD* – The health ministries are adopting approaches to guide the identification of system components that should be retained by government in potential

Alternate Service Delivery initiatives (for example, components that are shared by multiple systems generally need to be retained). This represents the starting point of a corporate policy framework and repository of best practices that could provide guidance on IM/IT issues during ASD efforts.

- **Common IT Services**– Several concerns regarding CITS were raised, including:
  - ⇒ *Shared Services Transition*: The number of ministry resources and amount of funds required to support the transition to CITS shared services continues to be significant. Mention was also made of a $1M "rate pressure" for desktop services in the coming fiscal year. Certainty regarding completion dates for transition efforts will ensure that ministry resources can be redeployed.
  - ⇒ *Outsourcing Strategy*: The ministries are concerned about the potential impacts from outsourcing of CITS services. Outsourcing strategies and plans need to be communicated to the ministries to ensure minimal impact on ministry operations.
  - ⇒ *Service Levels*: The ministries would like to see published service levels for CITS services.
  - ⇒ *Mainframe/Legacy Migration*: The ministries need insight into CITS strategies for migrating away from mainframe/legacy environments, so that they can plan accordingly.

Sector Priorities

The "security/authentication" issue has been identified as a key priority for this sector.

Strategies and Initiatives

Observations regarding health sector projects and initiatives:

- **e-BC Project Register** – Some variances exist between the information provided in the IRMP presentations and that currently maintained within the e-BC project register. A consistent definition of projects is required between the IRMP and e-BC processes and clarification should be requested.

Synopsis of Justice Sector IRMP Presentations – November 17, 2003

This is a synopsis of the IRMP presentation by the ministries within the justice sector, conducted on November 17, 2003. A debriefing session was held following the presentations, including representatives from central agencies with corporate IM/IT service obligations to the ministries or with corporate IM/IT oversight roles. This synopsis is intended to capture those issues and opportunities that may require a Corporate response, and will be used as the basis for further action planning by central agencies (i.e., Ministry of Management Services).

Ministries Represented

- Ministry of Attorney General and Minister Responsible for Treaty Negotiations, Ministry of Public Safety and Solicitor General

Current Situation and Target State

Business

- Core business areas within the justice sector include:
  - ⇒ *Ministry of Attorney General (MAG) and Minister Responsible for Treaty Negotiations*: court services, legal services, prosecution services, justice services, executive and support services, treaty negotiations, support to independent judiciary
  - ⇒ *Ministry of Public Safety and Solicitor General (MPSSG)*: Corrections, policing and community safety, compliance and consumer services, gaming policy and enforcement, liquor control and licensing, (executive and support services housed with MAG)
- The business of the justice sector continues to be largely program-based, with well-defined touch points between the various programs comprising the overall justice system. This in turn is reflected in a largely program approach to IM/IT governance, investments and solutions.
- Business transformation within the sector tends to be driven or enabled by technological advances (e.g., court room technology), rather than being driven by fundamental changes in business models or practices (i.e., justice is a stable "business"). Key drivers of change in core justice processes include: electronic information exchange, e-service delivery, smart communications, and MIS decision support. Key drivers in the support and regulatory business processes include: mobile, wireless and fast access, customer-friendly Web services, and systems rationalization.

Business-IM/IT Alignment

- Governance of justice-related IM/IT is well defined through staff accountabilities, committee structures and management processes for both overall portfolio management and individual project management. Clear separation exists between program and ITSD accountabilities.
- Portfolio management is done jointly for both MAG and MPSSG, thereby ensuring focus on common needs and corporate priorities. Portfolios have recently been extended to address not only active projects, but also existing and future systems and applications. This ensures continued attention to the ministry's aging portfolio of applications.

IM/IT Environment

- The IM/IT environment within which the justice ministries operate is generally stable, relying on CITS for most services

Issues and Opportunities

Corporate and sector level issues and opportunities that were highlighted during the session:

Business: Electronic Service Delivery

- *Security/Authentication* – Given long-standing requirements for security and privacy of justice-related information, clarity on the long-term vision and strategy for corporate security and authentication is required. This would provide a trajectory for continuing, incremental efforts within the justice ministries. Assurances are needed that long-term directions are

consistent with national justice standards and strategies, and properly aligned across provincial ministries. The justice ministries are also key partners for current efforts of the Government Authentication Project. Collaborative efforts should continue in this area to address common needs, such as two-factor authentication mechanisms (employee credentials).

- *Linking Applications to the Portal* – Guidance to the ministries should provide an approach to link business applications to the enterprise portal. The Results Management Office is currently addressing part of this issue in the development of a content migration strategy.

Business: Information Management

- *Cost Barriers to Adoption of Corporate IM Standards* – Costs for implementation of TRIM (the enterprise standard Electronic Documents and Records Management System) are inhibitors to adoption of associated corporate standards within the ministries. This is one example of the more general issue of the need for a funding model for corporate initiatives.

Business: Applications

- *Application Retirement* – The ministries have a large base of old/legacy applications, many of which will soon require retirement or replacement. **Business-IM/IT Alignment**

- *IM/IT Planning Process* – The overall IM/IT planning process of government needs to be refined and implemented in the next planning cycle, including linkages between corporate and ministry efforts. While the existing IRMP process is seen as both useful and generally a good fit to justice service planning processes, improvements can and should be made. Suggestions were made regarding adopting a specific theme or focus each year and/or conducting side-table discussions on core issues (e.g., mobility, authentication).

- *Operating Cost Pressures* – The ministries are experiencing a rapidly increasing inventory of application assets, due largely to significant increases in capital spending on new IM/IT initiatives since 2001. The effect of this is a significant increase in ongoing maintenance and support requirements and costs, which are becoming increasing difficult to manage particularly in the context of downsizing of government. When combined with the fact that the ministries also have a large base of old applications, many of which will soon require retirement or replacement, the potential risk of operating shortfalls will need to be closely managed.

- *Funding of Corporate Initiatives* – A coherent and comprehensive funding strategy and funding model are needed for funding of corporate initiatives. The current central agency "taxes" on ministry budgets are ineffective and need to be replaced by a more truly corporate approach.

- *Sharing Best Practices in Portfolio and Project Management* – Experience gained, models used and practices developed by justice ministries around IM/IT portfolio management and use of a project management office are transferable to government as a whole. Steps should be taken to promote and share knowledge, skills and abilities across government.

IM/IT Environment

- *Funding Gap* – The ministry is projecting a $4-9M gap in IT funding for CITS shared services and MSER corporate initiative in fiscal 2004-05.

Sector Priorities

None identified.

Strategies and Initiatives

Observations regarding justice sector projects and initiatives:

- **e-BC Project Register** – Some variances exist between the information provided in the IRMP presentations and that currently maintained within the e-BC project register. A consistent definition of projects is required between the IRMP and e-BC

Synopsis of Economy & Business Sector IRMP Presentations – November 21, 2003

This is a synopsis of a series of IRMP presentations by the ministries within the economy and business sector, conducted on November 21, 2003. A debriefing session was held following the presentations, including representatives from central agencies with corporate IM/IT service obligations to the ministries or with corporate IM/IT oversight roles. This synopsis is intended to capture those issues and opportunities that may require a corporate response, and will be used as the basis for further action planning by Ministry of Management Services.

Ministries Represented

- Ministry of Small Business and Economic Development, Ministry of Transportation, Ministry of Finance, Ministry of Provincial Revenue, Office of the Premier, BC Public Service Agency, Ministry of Management Services

Current Situation and Target State

Business

- Core business areas within the economy and business sector include:
  - ⇒ *Ministry of Small Business and Economic Development*: championing a competitive business environment; marketing and investment; encouraging innovation and the development and transfer of new knowledge; executive and support services
  - ⇒ *Ministry of Transportation*: highway operations, transportation improvements, motor carrier regulation, public transportation, executive and support services
  - ⇒ *Ministry of Finance*: financial and economic performance and analysis, financial governance, accounting and reporting, treasury, financial and corporate sector services, public sector employers' council, risk management, executive and support services
  - ⇒ *Ministry of Provincial Revenue*: tax administration and collection, debt administration and collection and home owner grant, executive and support services
  - ⇒ *Office of the Premier*: executive and support services, including Office of the Chief of Staff, Deputy Ministers to the Premier, and cabinet operations; and reporting entities, including Intergovernmental Relations Secretariat, Public Affairs Bureau, and Crown Agencies Secretariat (including Board Resourcing and Development Office)
  - ⇒ *BC Public Service Agency*: HR governance and strategy; pension, employee benefits and corporate programs; HR client services; executive and support services
  - ⇒ *Ministry of Management Services*: governance and integration, results management office, service and channel integration, BC shared services agency, executive and support services
- Overarching business goals, objectives, measures and targets for the economy and business sector (as constituted by the above ministries) are defined in the government strategic plan.

Within this general framework, the business needs of individual ministries in the sector act as primary drivers, with each ministry pursuing their own specific targets.

- The actual business of this set of ministries is perhaps better characterized as two sectors, not one: (1) the externally-facing *economy and business sector* including MSBED, MOT, and those portions of MOF and MPR dealing with external clients, and (2) the inward-facing *shared government services sector* including MSER, BCPSA, those portions of MOF and MPR serving the needs of the rest of government, and OTP as overall governors of government activities.

Business-IM/IT Alignment

- *"External" Economy and Business Sector IM/IT Governance* – No formal sector-based IM/IT collaboration and governance model exists for those ministries. Instead, each ministry has established its own mechanisms and approaches to governance of it own IM/IT activities and services. Actual alignment of IM/IT efforts with business priorities within each ministry is a function of each unique ministry IM/IT governance model.
- *"Internal" Shared Government Services IM/IT Governance* – Where ministry programs have mandates towards the rest of government, each program tends to put in place its own governance mechanisms to ensure engagement of clients. No overall governance bodies exist that span all c orporate IM/IT service organizations. The direct consequence of this is a lack of integrated corporate plans and priorities for IM/IT. Plans and priorities only exist for individual lines of service.

IM/IT Environment

- The IM/IT environment within which the economy and business sector operates is generally stable, relying on CITS for most infrastructure services.

Key Issues and Opportunities

Corporate and sector level issues and opportunities that were highlighted during the session are provided below

Business: Core Services and Staff

- *Heartlands Synergies* – Potential synergies exist between community-level work being done by both MSBED and MSER. The focus of MSBED is towards investment and economic development within the regions, while MSER is focused towards better government service delivery to the regions through their Service Delivery Project. Some work is already being done by MSBED and should be shared with MSER – the regionally based assessment of economic and business strengths, weaknesses, opportunities and threats.
- *Mobile Workforce* – The workforce of government is becoming increasingly mobile, and with it there is an increased emphasis on laptops, cellular phones, Blackberries and other PDA devices. Corporate guidance will begin rationalizing the toolset, in conjunction with the inevitable convergence of technologies over the coming years. Guidance should include development of a mobile computing strategy and delivery of any associated corporate services.

- *Loss of Knowledge, Erosion of Core Competencies* – Recent downsizing efforts within IM/IT functions, including transfer of IT staff to CITS, has resulted in a loss of business knowledge within IM/IT departments. This loss of insight into business needs has a direct impact on IM/IT department abilities to deliver meaningful services. Similarly, downsizing has left some departments with insufficient critical mass to allow retention of critical senior IM/IT staff, such as planners, architects, and business analysts.
- *ASD Framework* – Enterprise-wide consideration must be given to potential ASD initiatives in order to ensure no unintended consequences in the future (e.g., potential loss of integration between revenue services and the Common Accounting System). More specifically, rules are needed around development of technical business solutions within ASD situations (e.g., linkage to enterprise systems, use of enterprise infrastructure and standards, rights to content, etc.).
- *Consistency on "Enterprise Architecture"* – Apparent differences exist between CIO usage of the term "enterprise architecture" and that used by MPR. Consistency of terminology is necessary for executive understanding.

Business: Electronic Service Delivery

- *Security, Authentication and Identity Management* – A standard, fully supported government wide identity management service is required, which ministry applications can plug into. Identification of both businesses and citizens needs to be supported, such that individuals are uniquely identified and associated with pre-established authorization groups. The service should also enable single sign-on, be tightly linked to government directory services and enable authorization of access to information or services. Finally, the solution must be synchronized, enabling identities to be carried across applications (i.e., authenticate once, use many).
- *Rationalize Portals* – Some sector clients already require two identifiers for two distinct government portals: the Enterprise Portal and BC Online. These differing e-service entry points should be rationalized in order to ensure a simple, direct end client experience.
- *Assistance on Portal Migration* – The move to the enterprise portal represents a paradigm shift from management of Web pages to that of content management. Guidance and support are needed to help ministry content managers step up to this new role.
- *Portal Metadata* – A standard meta-data model should be developed for characterizing content in the enterprise portal.
- *Advance Digital Divide Efforts* – The government must demonstrate that it is still serious about the move to e-government service delivery. Progress on issues such as addressing the digital divide as an enabler of client adoption of e-services must be communicated.
- *e-Signature Champion* – A champion is required to advance adoption of electronic signature solutions.
- *Credit Card Policy* – A single, corporate policy is required regarding the use of credit cards for payment within government e-services.

Business: Information Management

- *IM Risk* – A recent internal vulnerability assessment by Deloitte and Touche for the Ministry of Finance concerned with information management risks, including viruses, wireless communication, physical access and electronic access. A Corporate framework of enabling policies, procedures and technologies, supported by best practices, should be instituted to better protect information assets.
- *Common Citizen Registry* – A common data system housing 'tombstone' data for all citizens of BC would greatly improve client-matching efforts in government revenue collection.
- *Document Security Policy* – Current security policies and standards for government documents and movement of documents within government are outdated and require revision. Existing policies are based on the Document Disposal Act from 1936.
- *Business Intelligence Tools* – The potential corporate applicability of business intelligence tools currently being piloted within BCPSA warrants investigation. Similar efforts elsewhere in government should be considered in formulating best practices and standards in this area.

Business: Applications

- *Revenue Management Interface* – A consistent approach and integrated solution is required for the interface between ministries and the respective revenue management services of MPR.
- *Consultant Registration* – MOT's Registration, Identification, Selection and Performance Evaluation System (RISP), which is used to facilitate pre-registration and selection of qualified professional and technical firms for proposal solicitation, could have wider application within government.
- *Capital Program System* – MOT's Capital Program System provides the means to budget, forecast and report against project expenditures across multiple fiscal years. The potential applicability of this solution across government warrants examination.
- *Extension of OTP Applications* – The potential applicability of OTP applications across government should be investigated. Key applications include: News Release Management System, Today's New Online, and the Media Gallery.

Business-IM/IT Alignment

- *Improved IM/IT Leadership* – A voice for IM/IT at the ministry executive table is required. The role of ministry CIO and necessity for their participation at the executive table should be understood and acted upon. Stronger emphasis should be placed on the fundamental linkages between business and IM/IT. The government CIO should lead efforts to better profile this issue and begin to effect change across all ministries.
- *CIO Council* – A cross-government CIO Council should be created to oversee shared and Corporate IM/IT issues and investments. The council could be modelled on the existing SFO Council and should include a secretariat to ensure smooth and effective operation. [MOT]
- *Funding of Corporate Initiatives* – A coherent and comprehensive funding strategy and funding model are needed for funding of corporate initiatives. The current system of central

agency "taxes" on ministry budgets is complex, ineffective and in need of replacement with a more truly corporate approach. This should be supported by mechanisms for prioritizing the corporate capital portfolio of IM/IT initiatives, for coordinated governance (e.g., as attempted by the previous Electronic Government Initiatives Advisory Committee), and for ongoing reporting and monitoring of progress. Consideration should also be given to corporate funding to enable ministry adoption of corporate services, such as the move to ESDI and for implementation of EDRMS.

- *IM/IT Planning Process* – The overall IM/IT planning process of government should be refined and improved in the next planning cycle, including:
  - ⇒ Linkages between corporate and ministry efforts.
  - ⇒ Linkages with any new approaches to funding corporate initiatives.
  - ⇒ Linkages with other levels of planning, including the government strategic plan and the government IM/IT plan (i.e., the e-BC plan).
  - ⇒ Improvements to the existing IRMP process.
  - ⇒ *IM/IT Management Framework* – A comprehensive set of policies, procedures and standards are needed for IM/IT-related activities across government, in much the same way as for financial activities.
- *MSER Capacity Exposure* – From a risk perspective, ministries have significant dependency on MSER corporate efforts and therefore significant exposure in the event that MSER fails to deliver. Ministries are very concerned about MSER, and particularly CITS capacity to deliver within timelines of ministry business initiatives. An example of this issue exists between Ministry of Finance and CITS. In this case, beyond the obvious need for additional resources, CITS should attempt to develop a balanced approach to risk assessment that considers not only its own risks, but those of its clients as well (i.e., in some cases, the need to quickly address client risks may outweigh risks addressed by risk management activities built into CITS service provisioning procedures).
- *Sharing Best Practices in Portfolio Management* – Experience gained, models used and practices developed by MPR around IM/IT portfolio management may be transferable to the government as a whole. Steps should be taken to promote and share knowledge, skills and abilities across government.
- *Lack of IM/IT Stewards* – The lack of formal IM/IT stewards within OTP contributes to pressure on staff in terms of time and capacity. Staff indicate pressure managing information and completing privacy impact assessments during systems development and during IM/IT planning. Processes like the IRMP.

IM/IT Environment

- *CITS Regional Service Delivery* – Concerns were expressed around the quality and availability of IT services in regional centres. The concern was raised by the Ministry of Transportation in the context of sharing PC technicians.
- *Extended Technical Support Hours* – The Office of the Premier requires technology support services beyond the current 8 a.m. to 5 p.m. window.

- *Mobile Security Best Practices* – Best practices need to be defined and shared amongst the growing base of mobile professional staff, particularly for devices such as PDAs.
- *Shared Services Transition*: The number of resources and amount of funds required to support the transition to CITS shared services continues to be significant. Certainty regarding completion dates for transition efforts will ensure that ministry resources can be efficiently redeployed.

Sector Priorities

Each of the ministries provided a verbal statement of top priorities for central agencies, and these are generally reflected in the issues above.

Strategies and Initiatives

Observations regarding economy and business sector projects and initiatives:

- **e-BC Project Register** – Some variances exist between the information provided in the IRMP presentations and that currently maintained within the e-BC project register. A consistent definition of projects is required between the IRMP and e-BC processes

Synopsis of Natural Resources Sector IRMP Presentations – November 24, 2003

This is a synopsis of a series of IRMP presentations by the ministries within the natural resources sector, conducted on November 24, 2003. A debriefing session was held following the presentations, including representatives from central agencies with corporate IM/IT service obligations to the ministries or with corporate IM/IT oversight roles. This synopsis is intended to capture those issues and opportunities that may require an corporate response, and will be used as the basis for further action planning by central agencies (i.e., by Ministry of Management Services).

Ministries Represented

- Ministry of Agriculture, Fisheries and Food, Ministry of Energy and Mines, Ministry of Forests, Ministry of Water, Land and Air Protection, Ministry of Sustainable Resource Management

Current Situation and Target State

Business

- Core business areas within the natural resources sector include:
  - ⇒ *Ministry of Agriculture, Fisheries and Food*: industry competitiveness, fisheries and aquaculture management, food safety and quality, environmental sustainability and resource development, risk management, executive and support services
  - ⇒ *Ministry of Energy and Mines*: oil and gas, mining and minerals, electricity and alternative energy, executive and support services
  - ⇒ *Ministry of Forests*: forest protection, stewardship of forest resources, compliance and enforcement, forest investment, pricing and selling timber, BC Timber Sales, executive and support services
  - ⇒ *Ministry of Water, Land and Air Protection*: environmental protection, environmental stewardship, park, fish and wildlife recreation, executive and support services
  - ⇒ *Ministry of Sustainable Resource Management*: sustainable economic development, integrated land and resource information, sound governance, property assessment services, executive and support services
- Overarching sector business goals, objectives, measures and targets are defined in the government strategic plan. Within this general framework, the business needs of individual ministries in the sector act as primary drivers, with each ministry pursuing their own specific targets. MSRM has within its mandate the responsibility to act as a shared information service to other ministries in the sector. This dynamic interplay of specific and corporate mandates has generated a collaborative climate among the ministries, meaning that there is a mutual belief in the value and potential of sharing IM/IT solutions across the sector This indeed, is occurring.
- The business of the natural resource sector is becoming increasingly information intensive, driving the need for better, more integrated information and consequently better practices for

the management of information. These in turn, will drive the need for changes in underlying business applications and IM/IT infrastructures.

Business-IM/IT Alignment

- A sector council already exists focused on IM/IT collaboration within the sector.
- MSRM provides some shared IM/IT services to other ministries, particularly MWLAP.
- Each ministry has its own approach to governance of its own IM/IT activities and services. Senior IM/IT personnel communicate key priorities and decisions across ministries, contributing to greater consistency of IM/IT efforts in the sector.
- Proposed governance models for Land Information BC (MSRM) are pointing towards greater business and IM/IT collaboration within this sector of government.

IM/IT Environment

- The IM/IT environment within which the natural resources sector operates is generally stable, relying on CITS for most services.

Key Issues and Opportunities

Business: Electronic Service Delivery

- *Rationalize Portals* – Some natural resource sector clients already require two identifiers for two distinct government portals: the enterprise portal and BC Online. In addition, ministries within the natural resource sector have also been developing "port-lets". All of these differing e-service entry points need to be rationalized in order to ensure a simple, direct end client experience.
- *Confirm Commitment to e-Government* – The government must demonstrate that it is still serious about the move to e-government service delivery. Progress on issues such as addressing the digital divide will enable client adoption of e-services.

Business: Information Management

- *Information Rights and Obligations* – Data currency and integrity are central to effective fulfillment of government objectives for natural resources. Lack of clarity on data related policies represent a significant risk to continuing currency and integrity of data. Corporate policies are particularly needed to govern external data providers and consumers, including data pricing, devolution of rights during ASD (e.g., rights of distribution, copyright, FOI), and data custodianship.
- *Loss of Knowledge, Erosion of Core Competencies* – Recent downsizing efforts within IM/IT functions, including transfer of IT staff to CITS, has resulted in a loss of business knowledge within IM/IT departments. This loss of insight into business needs has a direct impact on IM/IT department abilities to deliver meaningful services. Similarly, downsizing has left some departments with insufficient critical mass to allow retention of critical senior IM/IT staff, such as planners, architects, and business analysts.

Business: Applications

- *Aging Application Inventory* – Existing application inventories continue to grow, age and become increasingly difficult to operate and maintain. The combination of the need for strategic investment in new applications and a bigger inventory, plus downward pressure on operating budgets point to significant future business risk. Ministries must rationalize their inventories and begin aggressive efforts to retire existing applications.

Business-IM/IT Alignment

- *e-BC Launch* – Ministries expressed a strong need for communication and publication of the government's IM/IT vision (e-BC Plan) and implementation of corporate governance structures for IM/IT. These two issues are fundamental to the alignment and coordination of IM/IT efforts across government.
- *Funding of Corporate Initiatives* – A coherent and comprehensive corporate funding strategy or funding model is required. The current central agency "taxes" on ministry budgets are complex, ineffective and in need of replacement by a more truly corporate approach. This should include mechanisms for prioritizing corporate IM/IT initiatives, for coordinated governance (e.g., as attempted by the previous Electronic Government Initiatives Advisory Committee), and for ongoing reporting and monitoring of progress.
- *IM/IT Planning Process* – The overall IM/IT planning process of government should be refined and improved in the next planning cycle, including linkages between corporate and ministry efforts. While the existing IRMP process is seen as useful and generally a good fit to natural resource service planning processes, improvements should be made. Suggestions were made that the IRMP should be a "non-event, instead operating as a continuous planning process supported by occasional topic-specific discussions as opposed to the current broad-brush approach.
- *Leveraging Shared IM/IT Assets* – A library or directory of shareable IM/IT solutions within government should be maintained as a service to all of government. Similarly, existing IM/IT assets and expertise of government should always be considered and leveraged in potential ASD initiatives (e.g., existing permitting and licensing applications and know-how should be considered by ASD solutions).
- *ASD Rules of the Game* – Rules are needed around development of technical business solutions within ASD situations (use of common ESD infrastructure, rights to content, etc.).
- *Enable Sector-Based Model* – The government CIO and Management Services should support the move to sector-based IM/IT planning and management through efforts such as: formalization of the sector model as part of the launch of e-BC, alignment of common service representatives along sector lines, allocation of secretariat resources, and identification and promotion of opportunities for sharing.
- *Improved IM/IT Leadership* – A voice for IM/IT is required at the ministry executive table. The role of ministry CIO and necessity for their participation at the executive table needs to be both understood. The government CIO should lead efforts to profile this
- *Capital-Operating Confusion* – Rules around what constitutes capital versus operating IM/IT expenditures are both unclear and inconsistently applied. Clearer rules would improve IM/IT

budgeting processes, as well as enable a consistent approach to emerging operating cost issues.

IM/IT Environment

- *CITS Regional Service Delivery* – Concerns were expressed around the quality and availability of IT services in regional centres, particularly given that CITS is a centrally based organization. This concern will become increasingly acute if and when ASD options begin to rollout, possibly leading to regional disparities in IT services.
- *Common System for IT Service Requests* – Multiple logs are or will be used for ordering IT, tracking IT issues and response, and managing technical inventories. Systems include ITIMS/Remedy log, Ministry 'Magic' log, and potential ASD service provider log or logs. Efforts to ensure a single point of access for the ministry, regardless of the number of systems in use is required.
- *IT Equipment Refresh and Pricing* – Current desktop pricing model and refresh policy are inadequate for high-end and mobile users.
- *Affordable IT* – The CIO and CITS should create and sustain an affordable technical infrastructure for government including pricing models and replacement of legacy technologies.

Sector Priorities

Each of the ministries provided a verbal statement of top priorities for central agencies. For the sector as a whole, the top priorities are summarized as:

- Make e-BC a reality:
  - ⇒ Communicate a clear vision and direction for electronic government
  - ⇒ Institute an corporate governance framework
  - ⇒ Move forward with the sector-based approach
  - ⇒ Establish a funding strategy/model for e-BC
- Provide leadership on corporate-wide needs:
  - ⇒ Client identification and authentication (BCeID)
  - ⇒ Corporate portal
  - ⇒ Corporate government standards (especially for ASD initiatives)
- Work with us:
  - ⇒ Designate sector-level analysts and managers (i.e., for the portal, for common IT services, for common business services, etc.)
  - ⇒ Involve these people in joint councils

Strategies and Initiatives

Sector observations regarding projects and initiatives:

- **e-BC Project Register** – Some variances exist between the information provided in the IRMP presentations and that currently maintained within the e-BC project register. A consistent definition of projects is required between the IRMP and e-BC processes

Table of IRMP Issues

Issue Name	Theme	SECTORS NEEDING ACTION						Corporate
		Education	Social Services	Justice	Health	Natural Resources	Economy & Business	Sector Ministry M/S/E
MANDATORY ISSUES AND OPPORTUNITIES (IN RANKED ORDER)								
ASD Framework for ICT	Business: Core Services				x	x	x	C
Security, Authentication and Identity Management	Business: ESD	x	x	x	x		x	C
e-Service Interoperability in the Broader Public Sector	Business: ESD	x	x		x			C
Information Rights and Obligations	Business: IM	x	x		x	x		C
Use of Enterprise Infrastructure	Business: ESD				x			C
e-BC Launch	ICT Governance		x		x	x		C
Funding of Enterprise ("Good for Government") Initiatives	ICT Governance		x	x		x	x	C
Mobility Strategy and Framework	ICT Environment		x		x		x	C
MMS Capacity Exposure	ICT Governance						x	C
IM Risk Management Framework	Business: IM						x	C
Cost Barriers to Adoption of Corporate IM Standards	Business: IM			x				C

Table of IRMP Issues

Issue Name	Theme	SECTORS NEEDING ACTION						
		Education	Social Services	Justice	Health	Natural Resources	Economy & Business	Corporate Sector Ministry M/S/E
MANDATORY ISSUES AND OPPORTUNITIES (IN RANKED ORDER)								
ASD Framework for ICT	Business: Core Services				x	x	x	C
Security, Authentication and Identity Management	Business: ESD	x	x	x	x		x	C
e-Service Interoperability in the Broader Public Sector	Business: ESD	x	x		x			C
Information Rights and Obligations	Business: IM	x	x		x	x		C
Use of Enterprise Infrastructure	Business: ESD				x			C
e-BC Launch	ICT Governance		x		x	x		C
Funding of Enterprise ("Good for Government") Initiatives	ICT Governance		x	x		x	x	C
Mobility Strategy and Framework	ICT Environment		x		x		x	C
MMS Capacity Exposure	ICT Governance						x	C
IM Risk Management Framework	Business: IM						x	C
Cost Barriers to Adoption of Corporate IM Standards	Business: IM			x				C

ICT Planning Process	ICT Governance		x	x	x	x	x	C
CITS Regional Services and ASD	ICT Environment				x	x	x	C
Privacy Barriers to Citizen-Centred Service Delivery	Business: IM	x						C
Extended Technical Support Hours	ICT Environment						x	C
Aging and Growing Application Inventory	Business: Applications			x		x		M/C
Credit Card Policy	Business: ESD						x	C
Advance Digital Divide Efforts	Business: ESD	(x)				x	x	C
e-Signatures	Business: ESD	x					x	C
Portal Metadata	Business: ESD						x	C
Rationalize Portals	Business: ESD					x	x	C
Mainframe/Legacy Migration (ministries on mainframe)	ICT Environment				x			S
Improved ICT Leadership	ICT Governance				x	x	x	C
Document Security Policy	Business: IM			x			x	C
PLNet Security	ICT Environment	x						S/C